

## Iowa Department of Education

### SCHOOL IMPROVEMENT: CYCLE OF CONTINUOUS IMPROVEMENT

The chart below describes a *suggested* process in which continuous improvement is the primary organizer for school improvement. Though accreditation related to Chapter 12 occurs within a five-year period with a comprehensive site visit and report in Year 3, elements of continuous improvement, including needs assessment, planning, implementation, and evaluation occur each year. The primary focus is on a plan for cyclical implementation and evaluation of programs and services. The processes and products of the comprehensive site visit review for accreditation are most evident in Year 1: Continuous Implementation, Year 2: Initial Preparation For Comprehensive Review, Year 3: Comprehensive Review, and Year 4: Transition To CSIP Revision. Throughout the Cycle Of Continuous Improvement, the themes of improved schools are addressed: vision, mission, and goals; leadership; collaboration; learning environment; curriculum and instruction; professional development; and monitoring and accountability. Local Education Agency (LEA), Area Education Agency (AEA), and Iowa Department of Education (DE) roles and responsibilities are suggested in the chart below.

\*Reference to “LEA,” or local education agency, means public school district or accredited non-public school.

Year 1: Continuous Implementation		
LEA	AEA	DE
<b>Continuous Implementation Tasks:</b> <ul style="list-style-type: none"> <li>Implement the CSIP with a cycle for review, revision, and appropriate professional development for all staff: curriculum/Iowa Core Curriculum, professional development, Gifted and Talented (G/T), At-Risk, Title I, Special Education, Career and Technical Education, 4-Year Old Voluntary Preschool, Equity, and other programs and initiatives.</li> <li>Follow the locally determined schedule for formative evaluation of program and initiatives as noted in the CSIP, including outcome and process data.</li> <li>Follow the locally determined schedule for summative evaluation of programs and initiatives as noted in the CSIP.</li> <li>Sustain improvement efforts resulting from site visit recommendations and non-compliance corrective actions.</li> <li>Engage the community, SIAC, and other committees and groups in ongoing</li> </ul>	<b>Continuous Implementation Tasks:</b> <ul style="list-style-type: none"> <li>Coach and consult LEAs in the review and revision of its programs and initiatives.</li> <li>Align AEA professional development supports with LEA action plans.</li> <li>Assist LEA in conducting formative evaluation of programs and initiatives, including outcome and process data.</li> <li>Assist LEA in conducting scheduled program and initiative summative evaluations.</li> <li>Assist LEA in sustaining improvement efforts resulting from site visit recommendations and non-compliance corrective actions.</li> <li>Assist LEA in reviewing progress on long term and annual improvement goals.</li> <li>Assist LEA in engaging its community, SIAC, and other committees and groups in ongoing conversations, data analysis, and problem solving regarding major educational needs.</li> <li>Communicate with LEAs through administrative team or LEA leadership team meetings.</li> </ul>	<b>Continuous Implementation Tasks:</b> <ul style="list-style-type: none"> <li>Provide information and guidance on new requirements (legislation, open enrollment, competent private instruction, specially accredited schools, general accreditation for non-public schools, exempt schools, Senior Year Plus, Charter Schools, Iowa Core Curriculum, and other DE programs and initiatives).</li> <li>Certify CSIP and APR.</li> <li>Provide requested guidance and technical assistance regarding continuous improvement efforts at the LEA and AEA levels.</li> <li>Provide support of LEA efforts to sustain improvement efforts resulting from site visit non-compliance corrective actions.</li> <li>Provide follow-up to LEAs regarding site visit non-compliances appropriate to the statement of accreditation in site visit reports.</li> <li>Offer opportunity to LEA, AEA, and DE staff to participate as team members on a comprehensive site visit.</li> </ul>

<p>conversations, data analysis, and problem solving regarding major educational needs.</p> <ul style="list-style-type: none"> <li>• Update CSIP pages for funding streams and assurances.</li> <li>• Review progress on long term and annual improvement goals.</li> <li>• On a locally determined schedule, or 20% each year, review school board policies.</li> </ul> <p><b>Tasks Specific To Year 1 Of The Five-Year Cycle:</b></p> <ul style="list-style-type: none"> <li>• Collaborate with AEA in preparing for and conducting the Special Education Self-Assessment.</li> </ul>	<p><b>Tasks Specific To Year 1 Of The Five-Year Cycle:</b></p> <ul style="list-style-type: none"> <li>• Collaborate with LEA in conducting the Special Education Self-Assessment.</li> </ul>	<p><b>Tasks Specific To Year 1 Of The Five-Year Cycle:</b></p> <ul style="list-style-type: none"> <li>• Provide guidance and technical assistance to LEAs and AEAs to support the Special Education Self-Assessment process.</li> </ul>
<b>Year 2: Initial Preparation For Comprehensive Review And Continuous Implementation</b>		
<p><b>LEA</b></p> <p><b>Continuous Implementation Tasks:</b></p> <ul style="list-style-type: none"> <li>• Implement the CSIP with a cycle for review, revision, and appropriate professional development for all staff: curriculum/Iowa Core Curriculum, professional development, Gifted and Talented (G/T), At-Risk, Title I, Special Education, Career and Technical Education, 4-Year Old Voluntary Preschool, Equity, and other programs and initiatives.</li> <li>• Follow the locally determined schedule for formative evaluation of program and initiatives as noted in the CSIP, including outcome and process data.</li> <li>• Follow the locally determined schedule for summative evaluation of programs and initiatives as noted in the CSIP.</li> <li>• Sustain improvement efforts resulting from site visit recommendations and non-compliance corrective actions.</li> <li>• Engage the community, SIAC, and other committees and groups in ongoing conversations, data analysis, and problem solving regarding major educational needs.</li> <li>• Update CSIP pages for funding streams</li> </ul>	<p><b>AEA</b></p> <p><b>Continuous Implementation Tasks:</b></p> <ul style="list-style-type: none"> <li>• Coach and consult LEAs in the review and revision of its programs and initiatives.</li> <li>• Align AEA professional development supports with LEA action plans.</li> <li>• Assist LEA in conducting formative evaluation of programs and initiatives, including outcome and process data.</li> <li>• Assist LEA in conducting scheduled program and initiative summative evaluations.</li> <li>• Assist LEA in sustaining improvement efforts resulting from site visit recommendations and non-compliance corrective actions.</li> <li>• Assist LEA in reviewing progress on long term and annual improvement goals.</li> <li>• Assist LEA in engaging its community, SIAC, and other committees and groups in ongoing conversations, data analysis, and problem solving regarding major educational needs.</li> <li>• Communicate with LEAs through administrative team or LEA leadership team meetings.</li> </ul>	<p><b>DE</b></p> <p><b>Continuous Implementation Tasks:</b></p> <ul style="list-style-type: none"> <li>• Provide information and guidance on new requirements (legislation, open enrollment, competent private instruction, specially accredited schools, general accreditation for non-public schools, exempt schools, Senior Year Plus, Charter Schools, Iowa Core Curriculum, and other DE programs and initiatives).</li> <li>• Certify CSIP and APR.</li> <li>• Provide requested guidance and technical assistance regarding continuous improvement efforts at the LEA and AEA levels.</li> <li>• Provide support of LEA efforts to sustain improvement efforts resulting from site visit recommendations and non-compliance corrective actions.</li> <li>• Provide follow-up to LEAs regarding site visit non-compliances appropriate to the statement of accreditation in site visit reports.</li> <li>• Offer opportunity to LEA, AEA, and DE staff to participate as team members on a comprehensive site visit.</li> </ul>

<p>and assurances.</p> <ul style="list-style-type: none"> <li>• Review progress on long term and annual improvement goals.</li> <li>• On a locally determined schedule, or 20% each year, review school board policies.</li> </ul> <p><b>Tasks Specific To Year 2 Of The Five-Year Cycle:</b></p> <ul style="list-style-type: none"> <li>• Site visit scheduled.</li> <li>• Preparation for site visit during Comprehensive Review And Continuous Implementation: participate as a team member on a site visit.</li> <li>• Conduct comprehensive needs assessment.</li> <li>• Engage the community, SIAC, and other committees and groups in LEA comprehensive needs assessment and improvement planning, including a review of the vision, mission, and goals.</li> <li>• Collaborate with AEA in working toward completion of Corrective Action Plan resulting from the Special Education Self-Assessment conducted in Year I.</li> <li>• Optional: Conduct system-wide self-assessment to inform decision-making about needed systemic changes and future direction. Examples include, but are not limited to: Iowa Core Curriculum Self-Study, based on 6 outcomes, available on the Iowa Department of Education Web site; Schools In Need of Assistance/District In Need of Assistance (SINA/DINA) voluntary audit; self-assessment tools available for purchase or through membership such as the Lighthouse Study available through Iowa Association of School Boards and a district self-assessment available through AdvancEd (North Central Association); or other self-assessment tools created or selected by the LEA.</li> </ul>	<p><b>Tasks Specific To Year 2 Of The Five-Year Cycle:</b></p> <ul style="list-style-type: none"> <li>• Assist LEA in preparing for its comprehensive site visit review (i.e. scheduled to occur in Year 3).</li> <li>• Assist LEA in conducting its comprehensive needs assessment (e.g., guidance in developing survey questions, electronic survey dissemination and data collection, training staff to conduct voluntary system-wide self-audit, etc.).</li> <li>• Assist LEA in engaging its community, SIAC, and other committees and groups in LEA comprehensive needs assessment and improvement planning, including a review of the vision, mission, and goals.</li> <li>• Assist LEA in working toward completion of its Corrective Action Plan resulting from the Special Education Self-Assessment conducted in Year I.</li> <li>• Collaborate with LEA in conducting a system-wide self-assessment (LEA optional choice).</li> <li>• Assist LEA in developing plans to correct compliance issues identified through the Special Education Self-Assessment.</li> </ul>	<p><b>Tasks Specific To Year 2 Of The Five-Year Cycle:</b></p> <ul style="list-style-type: none"> <li>• DE offers opportunities to LEA staff to participate as team members on a comprehensive site visit.</li> <li>• Schedule site visits.</li> <li>• Provide guidance and technical assistance to the LEA and AEA in working toward completion of the Corrective Action Plan resulting from the Special Education Self-Assessment conducted in Year I.</li> </ul>
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Year 3: Comprehensive Review And Continuous Implementation		
LEA	AEA	DE
<b>Continuous Implementation Tasks:</b> <ul style="list-style-type: none"> <li>Implement the CSIP with a cycle for review, revision, and appropriate professional development for all staff: curriculum/Iowa Core Curriculum, professional development, Gifted and Talented (G/T), At-Risk, Title I, Special Education, Career and Technical Education, 4-Year Old Voluntary Preschool, Equity, and other programs and initiatives.</li> <li>Follow the locally determined schedule for formative evaluation of program and initiatives as noted in the CSIP, including outcome and process data.</li> <li>Follow the locally determined schedule for summative evaluation of programs and initiatives as noted in the CSIP.</li> <li>Sustain improvement efforts resulting from site visit non-compliance corrective actions.</li> <li>Engage the community, SIAC, and other committees and groups in ongoing LEA conversations, data analysis, and problem solving regarding major educational needs.</li> <li>Update CSIP pages for funding streams and assurances.</li> <li>Review progress on long term and annual improvement goals.</li> <li>On a locally determined schedule, or 20% each year, review school board policies.</li> <li>Sustain compliance beyond the duration of the Corrective Action Plan implemented as part of the Year 1 Special Education Self Assessment.</li> </ul>	<b>Continuous Implementation Tasks:</b> <ul style="list-style-type: none"> <li>Coach and consult LEAs in the review and revision of its programs and initiatives.</li> <li>Align AEA professional development supports with LEA action plans.</li> <li>Assist LEA in conducting formative evaluation of programs and initiatives, including outcome and process data.</li> <li>Assist LEA in conducting scheduled program and initiative summative evaluations.</li> <li>Assist LEA in sustaining improvement efforts resulting from site visit recommendations and non-compliance corrective actions.</li> <li>Assist LEA in reviewing progress on long term and annual improvement goals.</li> <li>Assist LEA in engaging its community, SIAC, and other committees and groups in ongoing conversations, data analysis, and problem solving regarding major educational needs.</li> <li>Communicate with LEAs through administrative team or LEA leadership team meetings.</li> <li>Assist LEA in sustaining compliance beyond the duration of the Corrective Action Plan implemented as part of the Year 1 Special Education Self Assessment.</li> </ul>	<b>Continuous Implementation Tasks:</b> <ul style="list-style-type: none"> <li>Provide information and guidance on new requirements (legislation, open enrollment, competent private instruction, specially accredited schools, general accreditation for non-public schools, exempt schools, Senior Year Plus, Charter Schools, Iowa Core Curriculum, and other DE programs and initiatives).</li> <li>Certify CSIP and APR.</li> <li>Provide requested guidance and technical assistance regarding continuous improvement efforts at the LEA and AEA levels.</li> <li>Provide support of LEA efforts to sustain improvement efforts resulting from site visit recommendations and non-compliance corrective actions.</li> <li>Provide follow-up to LEAs regarding site visit non-compliances appropriate to the statement of accreditation in site visit reports.</li> <li>Offer opportunity to LEA, AEA, and DE staff to participate as team members on a comprehensive site visit.</li> </ul>
<b>Tasks Specific To Year 3 Of The Five-Year Cycle:</b> <ul style="list-style-type: none"> <li>Finalize documentation of requirements/gather materials for the comprehensive site visit to correspond with the On-Site Document Review Checklist.</li> </ul>	<b>Tasks Specific To Year 3 Of The Five-Year Cycle:</b> <ul style="list-style-type: none"> <li>Assist LEA in identifying and gathering materials for the comprehensive site visit to correspond with the On-Site Document Review Checklist.</li> </ul>	<b>Tasks Specific To Year 3 Of The Five-Year Cycle:</b> <ul style="list-style-type: none"> <li>Provide training to help LEAs prepare for comprehensive site visit expectations.</li> <li>Establish site visit team membership.</li> <li>Collaborate with the LEA to develop the</li> </ul>

<ul style="list-style-type: none"> <li>• Synthesize results of the summative evaluation of programs and initiatives in preparation for the site visit.</li> <li>• Host site visit.</li> <li>• Complete the Special Education Corrective Action Plan, if needed.</li> <li>• Synthesize results of the LEA's comprehensive needs assessment and prioritize needs.</li> <li>• Study findings noted in the site visit report and prioritize needs.</li> <li>• If needed, develop a corrective action plan for non-compliances incurred from the comprehensive accreditation site visit for submission to the DE.</li> </ul>	<ul style="list-style-type: none"> <li>• Assist LEA in synthesizing the results of the summative evaluation of programs and initiatives in preparation for the site visit.</li> <li>• Assist LEA in synthesizing the results of the LEA's comprehensive needs assessment and prioritize needs.</li> <li>• Assist LEA in studying findings noted in the site visit report and prioritizing needs.</li> <li>• Assist LEA as needed in developing a corrective action plan for non-compliances incurred from the comprehensive accreditation site visit for submission to the DE.</li> </ul>	<ul style="list-style-type: none"> <li>• comprehensive accreditation site visit schedule.</li> <li>• Conduct comprehensive accreditation site visit.</li> <li>• Provide comprehensive accreditation site visit report.</li> <li>• Provide guidance and technical assistance to meet recommendations and correct non-compliances through follow-up appropriate to the statement of accreditation in LEA site visit reports.</li> </ul>
<b>Year 4: Transition To CSIP Revision And Continuous Implementation</b>		
<p style="text-align: center;"><b>LEA</b></p> <p><b>Continuous Implementation Tasks:</b></p> <ul style="list-style-type: none"> <li>• Implement the CSIP with a cycle for review, revision, and appropriate professional development for all staff: curriculum/Iowa Core Curriculum, professional development, Gifted and Talented (G/T), At-Risk, Title I, Special Education, Career and Technical Education, 4-Year Old Voluntary Preschool, Equity, and other programs and initiatives.</li> <li>• Follow the locally determined schedule for formative evaluation of program and initiatives as noted in the CSIP, including outcome and process data.</li> <li>• Follow the locally determined schedule for summative evaluation of programs and initiatives as noted in the CSIP.</li> <li>• Sustain improvement efforts resulting from site visit recommendations and non-compliance corrective actions.</li> <li>• Engage the community, SIAC, and other committees and groups in ongoing conversations, data analysis, and problem</li> </ul>	<p style="text-align: center;"><b>AEA</b></p> <p><b>Continuous Implementation Tasks:</b></p> <ul style="list-style-type: none"> <li>• Coach and consult LEAs in the review and revision of its programs and initiatives.</li> <li>• Align AEA professional development supports with LEA action plans.</li> <li>• Assist LEA in conducting formative evaluation of programs and initiatives, including outcome and process data.</li> <li>• Assist LEA in conducting scheduled program and initiative summative evaluations.</li> <li>• Assist LEA in sustaining improvement efforts resulting from site visit recommendations and non-compliance corrective actions.</li> <li>• Assist LEA in reviewing progress on long term and annual improvement goals.</li> <li>• Assist LEA in engaging its community, SIAC, and other committees and groups in ongoing conversations, data analysis, and problem solving regarding major educational needs.</li> <li>• Communicate with LEAs through administrative team meetings, leadership team meetings, or other venues.</li> <li>• Assist LEA in sustaining compliance beyond</li> </ul>	<p style="text-align: center;"><b>DE</b></p> <p><b>Continuous Implementation Tasks:</b></p> <ul style="list-style-type: none"> <li>• Provide information and guidance on new requirements (legislation, open enrollment, competent private instruction, specially accredited schools, general accreditation for non-public schools, exempt schools, Senior Year Plus, Charter Schools, Iowa Core Curriculum, and other DE programs and initiatives).</li> <li>• Certify CSIP and APR.</li> <li>• Provide requested guidance and technical assistance regarding continuous improvement efforts at the LEA and AEA levels.</li> <li>• Provide support of LEA efforts to sustain improvement efforts resulting from site visit recommendations and non-compliance corrective actions.</li> <li>• Provide follow-up to LEAs regarding site visit non-compliances appropriate to the statement of accreditation in site visit reports.</li> <li>• Offer opportunity to LEA, AEA, and DE staff to participate as team members on a comprehensive site visit.</li> </ul>

<ul style="list-style-type: none"> <li>solving regarding major educational needs.</li> <li>Update CSIP pages for funding streams and assurances.</li> <li>Review progress on long term and annual improvement goals.</li> <li>On a locally determined schedule, or 20% each year, review school board policies.</li> <li>Sustain compliance beyond the duration of the Corrective Action Plan implemented as part of the Year 1 Special Education Self Assessment.</li> </ul> <p><b>Tasks Specific To Year 4 Of The Five-Year Cycle:</b></p> <ul style="list-style-type: none"> <li>Finalize prioritization of site visit report findings and design an action plan.</li> <li>Comprehensive review of needs assessment data to inform revision of the CSIP: collecting additional data as needed, analyzing data to identify priorities, creating a plan for implementation and evaluation.</li> <li>Comprehensive review and revision, if needed, of the CSIP regarding the plan to implement and collect annual formative outcome and process data.</li> </ul>	<p>the duration of the Corrective Action Plan implemented as part of the Year 1 Special Education Self Assessment.</p> <p><b>Tasks Specific To Year 4 Of The Five-Year Cycle:</b></p> <ul style="list-style-type: none"> <li>Assist LEAs in finalizing the prioritization of site visit report findings and designing an action plan.</li> <li>Assist LEAs in completing corrective action plan resulting from site visit report non-compliances, if needed.</li> <li>Guide LEAs in reviewing, analyzing, and using data (e.g., site visit report findings, comprehensive needs assessment data, student achievement and student behavior data, etc.) to develop action plans.</li> <li>Consult and coach LEA in revising its CSIP.</li> <li>Assist in comprehensive review and revision, if needed, of LEA CSIP, regarding the plan to implement and collect annual formative outcome and process data.</li> </ul>	<p><b>Tasks Specific To Year 4 Of The Five-Year Cycle:</b></p> <ul style="list-style-type: none"> <li>Provide LEA guidance and technical assistance to meet recommendations and correct non-compliances through follow-up.</li> </ul>
<b>Year 5: Continuous Implementation</b>		
<p><b>LEA</b></p> <p><b>Continuous Implementation Tasks:</b></p> <ul style="list-style-type: none"> <li>Implement the CSIP with a cycle for review, revision, and appropriate professional development for all staff: curriculum/Iowa Core Curriculum, professional development, Gifted and Talented (G/T), At-Risk, Title I, Special Education, Career and Technical Education, 4-Year Old Voluntary Preschool, Equity, and other</li> </ul>	<p><b>AEA</b></p> <p><b>Continuous Implementation Tasks:</b></p> <ul style="list-style-type: none"> <li>Coach and consult LEAs in the review and revision of its programs and initiatives.</li> <li>Align AEA professional development supports with LEA action plans.</li> <li>Assist LEA in conducting formative evaluation of programs and initiatives, including outcome and process data.</li> <li>Assist LEA in conducting scheduled program</li> </ul>	<p><b>DE</b></p> <p><b>Continuous Implementation Tasks:</b></p> <ul style="list-style-type: none"> <li>Provide information and guidance on new requirements (legislation, open enrollment, competent private instruction, specially accredited schools, general accreditation for non-public schools, exempt schools, Senior Year Plus, Charter Schools, Iowa Core Curriculum, and other DE programs and initiatives).</li> <li>Certify CSIP and APR.</li> </ul>

<p>programs and initiatives.</p> <ul style="list-style-type: none"> <li>• Follow the locally determined schedule for formative evaluation of program and initiatives as noted in the CSIP, including outcome and process data.</li> <li>• Follow the locally determined schedule for summative evaluation of programs and initiatives as noted in the CSIP.</li> <li>• Sustain improvement efforts resulting from site visit recommendations and non-compliance corrective actions.</li> <li>• Engage the community, SIAC, and other committees and groups in ongoing LEA conversations, data analysis, and problem solving regarding major educational needs.</li> <li>• Update CSIP pages for funding streams and assurances.</li> <li>• Review progress on long term and annual improvement goals.</li> <li>• On a locally determined schedule, or 20% each year, review school board policies.</li> <li>• Sustain compliance beyond the duration of the Corrective Action Plan implemented as part of the Year 1 Special Education Self Assessment.</li> </ul>	<p>and initiative summative evaluations.</p> <ul style="list-style-type: none"> <li>• Assist LEA in sustaining improvement efforts resulting from site visit recommendations and non-compliance corrective actions.</li> <li>• Assist LEA in reviewing progress on long term and annual improvement goals.</li> <li>• Assist LEA in engaging its community, SIAC, and other committees and groups in ongoing conversations, data analysis, and problem solving regarding major educational needs.</li> <li>• Communicate with LEAs through administrative team meetings, leadership team meetings, or other venues.</li> <li>• Assist LEA in sustaining compliance beyond the duration of the Corrective Action Plan implemented as part of the Year 1 Special Education Self Assessment.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide requested guidance and technical assistance regarding continuous improvement efforts at the LEA and AEA levels.</li> <li>• Provide support of LEA efforts to sustain improvement efforts resulting from site visit recommendations and non-compliance corrective actions.</li> <li>• Provide follow-up to LEAs regarding site visit non-compliances appropriate to the statement of accreditation in site visit reports.</li> <li>• Offer opportunity to LEA, AEA, and DE staff to participate as team members on a comprehensive site visit.</li> </ul>
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